



DIRECTOR OF ADVANCEMENT SERVICES

MARY BALDWIN UNIVERSITY

Staunton, Virginia

[Mary Baldwin University](#)



The Aspen Leadership Group is proud to partner with Mary Baldwin University in the search for a Director of Advancement Services.

The Director of Advancement Services will serve as a key leader in the division, charged with building and sustaining a donor-centric and customer-service oriented operation. This role is charged with ensuring effective collaboration with university partners, the enhancement of policies and procedures which reflect current and best practice, and alignment of the advancement infrastructure in the division with the strategies, resources, and priorities of the university and its strategic plan. Included in the Director's portfolio are database administration and data integrity, prospect development, reporting, donor acknowledgement and communications, gift acceptance, and gift processing. Building a 'best in class' advancement operation is a key priority of the executive team and the university's Board, who are investing strategically to support it. A recent audit of the operation by Graham Pelton, a robust screening of the database, the completion of an alumni survey by Grenzebach and Glier, and a migration to Raiser's Edge NXT all reflect this commitment, while also providing the Director with rich data with which to work.

Founded in 1842, Mary Baldwin University is a small, coeducational university offering a range of degree programs from bachelor to doctoral. It serves a growing student population on its main campus in Staunton, Virginia; at its nearby health sciences campus in Augusta County; and online. Two hours from the nation's capital, located on the western edge of the Blue Ridge Mountains in the picturesque and historic Shenandoah Valley, the university's main campus is on 58 hilltop acres and opens onto downtown Staunton, regularly named one of the best small towns in America.

Mary Baldwin University has been named a Best Regional University in the South by *U.S. News & World Report* for 2019. This year, Mary Baldwin earned recognition on the lists of Best College for Veterans, Regional Universities South (21st); Best Value Schools, Regional Universities South (7th); and Best Ethnic Diversity, Regional Universities South. Mary Baldwin also earned a place on the Best Regional College 2019 list by *The Princeton Review*.

This is a pivotal and exciting time in the institution's distinguished 177-year history. A radical belief in student potential and in the transformative power of the liberal arts and sciences has guided Mary Baldwin University since its founding. Mary Baldwin's history began with what was then a revolutionary idea: that women, like men, should be well educated. A generation later, namesake Mary Julia Baldwin took the reins during the Civil War; afterward her cutting-edge innovations made the institution thrive. In 2016, the institution became Mary Baldwin University to reflect its growing range of bachelor's, master's, and doctoral programs, and in 2017 the university welcomed its first residential men students to campus. Imbued with an entrepreneurial spirit, the university has repeatedly introduced new methods and programs at the forward edge of educational trends and societal needs. Emphasizing global leadership and citizenship, Mary Baldwin University is noted for high academic standards, strong leadership development programs, a diverse student body, and innovative programs including the Virginia Women's Institute for Leadership.

REPORTING RELATIONSHIPS

The Director of Advancement Services will report to the Associate Vice President of University Advancement and serve as a member of the University Advancement leadership team.

PRINCIPAL OPPORTUNITIES

Mary Baldwin University is experiencing a time of great growth and renewal. For the second year, Mary Baldwin will welcome its largest incoming class to its historic undergraduate residential campus while its programs at the Murphy Deming College of Health Sciences enter their sixth year, with record enrollment and new, creative programs in development. Under the leadership of President Pamela Fox and her new executive leadership team, the institution is experiencing a true renaissance. Advancement is seen as the university's next area of growth, and it is committed to building a world class operation.

A significant investment is being made in Advancement, with the full support of the Board. This investment includes new leadership positions in Annual Giving, Alumni Engagement, and Major Gifts, a commitment to migrate to the Raiser's Edge platform, a wealth screening, and an alumni survey conducted by Grenzebach Glier and Associates. All of these investments signal the university's commitment to the further development of the operation, and will provide these new professionals on the team with rich data and resources from which to begin their work. Under the leadership of a new Vice President, Advancement is poised for great success, offering those with a creative, entrepreneurial spirit, an opportunity to build and develop a world class advancement program in what will certainly be the next success story in private higher education in the country.

Working collaboratively with the Vice President for University Advancement, the Director of Advancement Services will have the opportunity to shape and create a new function in Advancement Services at the university based in creativity, best practices, and excellence. Serving as a member of the University Advancement leadership team, the Director of Advancement Services will provide strategic leadership for the university's advancement infrastructure and serve as a key partner to colleagues in the Division to utilize data and analytics to drive fundraising success.

—Charles E. Davis III

PRIMARY RESPONSIBILITIES

Management and Leadership

The Director of Advancement Services will

- develop and maintain a comprehensive program for data management and be responsible for the creation of short- and long-term planning initiatives to improve and/or enhance products and services provided to both the division and the university, while ensuring the quality and timeliness of all advancement data;
- assist the Vice President and Associate Vice President in developing data-driven strategies in major gifts, annual fund, and direct mail by providing thoughtful, accurate data and contributing to the annual strategy development process;
- manage the Data Entry Specialist, and participate over time in the building of the advancement services team; and
- evaluate current business practices, technology and systems, and other resources to optimize performance for fundraising, alumni engagement and campaign success.

Database Administration/Data Integrity and Enrichment

The Director of Advancement Services will

- serve as a strategic and key partner in the division's database conversion to Raiser's Edge NXT, providing counsel on best practices for the implementation, use, and maintenance of the new system;
- oversee the donor database (Raiser's Edge) and manage all related systems and programs including data entry, database structure, data integrity, system access and training, and the daily use of the database;
- lead the continuous improvement of database functionality, expanding database and research capabilities and related processes and systems, and collaborating with leadership and development colleagues to envision and anticipate future divisional needs;
- employ effective outreach and provide educational training opportunities to ensure the proper use of the database system; and
- oversee all processes and policies regarding data integrity, including constituent data with annual review and update, gift entry, special event, and moves management tracking.

Prospect Development

The Director of Advancement Services will

- collaborate with development leadership to track fundraising effectiveness, create strategies for identifying new prospects, and ensure that prospect management policies and procedures are implemented in an effective manner;
- systematically assign qualified prospects (and provide prospect information) to appropriate fundraising staff to ensure the highest prospect engagement;
- conduct regular prospect portfolio analyses and identify areas of growth for expanding the pool of potential prospective donors; and
- provide and/or supervise the creation of prospect research in support of cultivation and solicitation efforts.

Reporting and Gift Administration

The Director of Advancement Services will

- support the work of the division in campaign planning and execution by providing analysis to articulate the capacity and affinity of the prospect pool, using the recent wealth screening by Graham Pelton's IWave, Blackbaud's Advanced Wealth Analytics Solution, and the results of the recent alumni survey;
- develop and execute accurate and timely fundraising and performance reports and analyses for senior leadership and gift officers, and collaborate with the Vice President and Associate Vice President on performance analyses for major gift officer productivity and annual fund solicitations;
- ensure the timely and accurate data entry of gifts and/or biographic information, including gift coding, fund compliance, as well as compliance with IRS regulations of gift substantiation and CASE guidelines for development accounts as well as university policies and procedures;
- ensure proper commitment to ethical standards across the advancement operation and promote a culture of donor-centered development and compliance for all gift and/or fund commitments; and
- serve as the division's main point of contact with the offices of university finance and accounting for the purpose of reconciling advancement reports with their offices, setting up new funds, troubleshooting gift entry adjustments, and providing appropriate documentation for auditors.

Donor Acknowledgement and Communications

The Director of Advancement Services will

- create accurate and timely mailing, gifts, and event lists in support of fundraising and stewardship objectives;
- ensure proper and timely acknowledgement of all gifts to the university; and
- work with outside vendors related to direct mail, planned giving, events, and other areas as needed.

KEY COLLEAGUES



Pamela Fox
President

Dr. Pamela Fox, a pianist and musicologist, has served as President and Professor of Music at Mary Baldwin University since July 2003. Under her leadership, Mary Baldwin has become a distinctive small coeducational university that maintains its historic commitment to the Mary Baldwin College for Women. Mary Baldwin University cultivates innovation and academic excellence through a constellation of signature programs.

Dr. Fox led the establishment of the Spencer Center for Civic and Global Engagement to foster inclusive community and civic and global citizenship. Over her tenure, the university has established 25 new and enhanced academic programs, including the Murphy Deming College of Health Sciences which opened in 2014 on a new campus in the heart of Augusta County's thriving Blue Ridge Life Sciences corridor and offers Mary Baldwin's first doctoral degrees.

Active nationally in higher education and a devoted leader in the Staunton/Augusta community, Dr. Fox was named the 2011 Citizen of the Year by the Greater Augusta Regional Chamber of Commerce. She is a past member of the Board of Directors of the National Association of Independent Colleges and Universities (NAICU) and of the American Council on Education (ACE); past chair of the Council of Independent Colleges in Virginia (CICV) and of the Virginia Foundation of Independent Colleges (VFIC); trustee of the Frontier Culture Museum, of the American Shakespeare Center; and a member of Rotary International.

Prior to her tenure at Mary Baldwin, Dr. Fox served as a Professor of Music, Dean, and Assistant Vice President for Strategic Planning at Miami University in Oxford, Ohio for 20 years. She earned her Ph.D. in musicology from the University of Cincinnati, College Conservatory of Music. Dr. Fox has published fourteen articles and books and presented scholarly papers around the world.



Charles E. Davis III
Vice President of University Advancement

Charles E. "Chuck" Davis III joined Mary Baldwin University as Vice President of University Advancement in July 2019. A seasoned leader with more than 25 years in the higher and secondary education sectors, Davis brings a demonstrated record of exceptional success in building sustainable advancement programs. Davis' start coincides with MBU's recently launched *Invest for Impact* campaign, a \$25 million initiative focused on the university's enrollment and programmatic goals for 2025.

Davis has worked in global fundraising, building philanthropy programs at the Robert Gordon University Foundation in Aberdeen, Scotland, as Chief Executive Officer from 2012–15, and most recently as Director of Strategic Development at the International School of Kuala Lumpur in Malaysia. In each position he has helped facilitate the most significant gifts in the institution's history and built processes and teams for sustained success.

Prior to this international work, Davis served from 2003–12 as the Director of the *Ever Elon* campaign and Assistant Vice President for University Advancement at Elon University. Over his 10-year tenure he served as the key architect of Elon’s largest comprehensive campaign, surpassing the \$100 million goal, and garnering a Grand Finalist Award in 2009 for campaign communications and events from the Council for Advancement and Support of Education.

Prior to his work at Elon, Davis served as Interim President and Director of Development for the Medical Foundation of East Carolina University, and Director of Development at the Graduate School of North Carolina State University. Davis is a graduate of Furman University. He and his wife, Flora Hall Davis, have two daughters, one attending Wofford College and another who begins this fall at North Carolina State University.



Aimee Rose

Vice President of Integrated Communications and Chief Strategy Officer

An experienced integrated communications executive, most recently holding the title of Senior Vice President and Client Strategy Director at Edelman in Washington, D.C., Aimee Rose serves as Vice President of Integrated Communications and Chief Strategy Officer at Mary Baldwin University.

Rose has led digital strategy and campaigns across the media landscape to manage reputations, support brand positioning, and increase visibility. She has a proven record of turning client challenges into brand opportunities; developing and implementing messaging strategies; running integrated, cross-functional teams; and pioneering innovation initiatives to meet growth objectives.

From her work in the agency space, Rose brings to Mary Baldwin a wealth of experience leading digital PR and public affairs, communications, and marketing efforts for large, global brands including SC Johnson, BP, and BlackBerry. During her tenure on BP, she supported brand reputation-building campaign efforts through both the Deepwater Horizon incident and the 2012 London Olympics sponsorship; she also ran point as the social media command center lead for the global product launch of the BlackBerry Z10 during her time working with RIM.

In addition to corporate clients, Rose supported organizations in the nonprofit and government sectors including the IRS, Association of American Railroads, and The Ohio State University. Prior to her agency experience, she also helped to launch the Animal Planet network to United States and global audiences.

In addition to Rose’s tenure at Edelman, a leading global communications marketing firm, she has also held leadership positions with Ogilvy Public Relations in Washington D.C, and Discovery Communications, Inc. in Silver Spring, MD.

She holds a Bachelor of Arts in journalism from the University of Rhode Island.

PREFERRED QUALIFICATIONS

Mary Baldwin University seeks a Director of Advancement Services with

- a track-record of proactive leadership in a professional environment, a commitment to being a self-starter and collaborator who takes the initiative to understand advancement infrastructure needs and who presents creative and efficient solutions;
- proven effectiveness as a leader and strategic thinker who thrives working as a member of a dynamic leadership team;
- demonstrable knowledge of database systems and network management solutions, in addition to familiarity with the most current information technology available, with the ability to be creative in utilizing it to lead a staff to technical solutions;
- experience leading successful database conversions—knowledge of Raiser’s Edge is a plus;

- ability to foster a culture of prospect research and management that is data-driven, active, transformative, and supports development staff in a collaborative partnership;
- strong organizational skills, including a commitment to and track record in both strategic and operational planning, and success in motivating others to achieve optimum results;
- sound judgment and the ability to make independent decisions while working collaboratively with colleagues across campus;
- knowledge of IRS regulations, CASE Standards, VSE reporting requirements, and best practices in gift accounting and donor stewardship;
- a desire to work in a culture that emphasizes accountability and strategic partnership;
- skill as an outstanding coach, mentor, and motivator of professionals with a dedication to hiring, retaining, and developing outstanding talent;
- superior interpersonal and communications skills, including persuasive writing, highly developed organizational abilities, and the desire and willingness to work in a team-based environment; and
- personal qualities of integrity, credibility, and commitment to the mission of Mary Baldwin University.

A bachelor's degree is required for this position as is ten years of experience in the higher education advancement arena, including exposure to the disciplines and functions inherent in advancement services. At least two years of experience supervising full-time employees is required.

DIVERSITY, EQUITY, AND INCLUSION

Mary Baldwin University is a diverse community, providing a rich array of resources and experiences to all constituencies of the university. This belief is articulated in its Commitment to Inclusive Community:

We, the community of Mary Baldwin University, strive to celebrate humanity in all its wondrous and complex variation. Because we value diversity, it is our mission to sustain a community where all may flourish. We are safe to embrace our shared experiences and our differences. To this end, we treat all with respect and compassion.

Mary Baldwin University does not discriminate on the basis of sex or gender, nor does the university discriminate on the basis of race, national or ethnic origin, color, age, disability, religion, veteran's status, sexual orientation, gender identity, or gender expression in its educational programs, admissions, co-curricular or other activities, or employment practices.

SALARY & BENEFITS

Mary Baldwin University offers a competitive and comprehensive salary and package of employee benefits.

LOCATION

Mary Baldwin University is located in Staunton, Virginia. Staunton is conveniently located in the beautiful and historic Shenandoah Valley of Virginia. Known for its historic architecture and charming downtown, it is home to a vibrant arts and music scene and offers a range of excellent dining, wine bars, and micro-breweries. With five National Historic Districts, Staunton is easily explored by foot. Its compact downtown features over one hundred unique shops, art galleries, and restaurants. Founded in 1747, the city is the birthplace of President Woodrow Wilson, and the city manager form of government. At the crossroads of Virginia, Staunton is a transportation hub with advanced rail, highway, and air access. The city lies at the heart of Virginia's Education and Technology Corridor with nine colleges and universities regionally and a "Blue Ribbon" local

school system. Staunton is within Augusta County which hosts corporate residents including Best Buy, Specialty Blades, Bruin, U.S.A., McKee Foods, Hershey Chocolate, and a host of other fine companies.

Opportunities to explore the arts and culture abound in Staunton. Located on the edge of campus are the Blackfriars Playhouse, the only replica of Shakespeare's indoor theater, and the Woodrow Wilson Presidential Library. The Heifetz International Music Institute makes its home at Mary Baldwin University each summer; along with the Staunton Music Festival, music lovers can fill the summer months with performances of superior quality. The community supports a thriving farmers' market and excellent restaurants.

The Shenandoah Valley with the adjacent Blue Ridge and Allegheny Mountains offer scenic beauty and abundant opportunity for outdoor activities. The region features Shenandoah National Park, the Blue Ridge Parkway, and the George Washington National Forest, includes over 100 miles of the Appalachian Trail, and offers numerous other hiking and biking trails, spectacular caverns, trout fishing in mountain streams, golf, kayaking, and skiing. Vineyards and wineries abound in the region along with a growing range of other agribusinesses.

APPLICATION INSTRUCTIONS

All applications must be accompanied by a cover letter and résumé. Before submitting your materials, please read them over for accuracy. Review of applications will begin immediately and continue until the successful candidate has been selected.

To apply for this position, visit:

[Director of Advancement Services, Mary Baldwin University.](#)

To nominate a candidate, please contact Susan Faraone:

susanfaraone@aspenleadershipgroup.com.

All inquiries will be held in confidence.